

NHS GRAMPIAN

Mental Health and Learning Disability Services

1. Actions Recommended

The Board is asked to:

- Note the current position regarding the inpatient and specialist mental health services hosted by the Board and the improvement actions that have been implemented
- Review the progress with the development of the strategic plan for mental health and learning disabilities and to seek assurance around the proposed arrangements to conclude the strategic commission.
- Review the proposed arrangements to consider the delegation of the inpatient and specialist mental health services hosted by the Board to the Integration Joint Boards.

2. Strategic Context

At the end of March 2017, the Mental Health in Scotland – 10 year vision was published, setting a commitment over the 10 years of the Strategy to achieve parity between mental and physical health. This strategy provides opportunities for local areas to develop their own approaches, to innovate and to work across service boundaries to meet the needs of the local population. It also aims to make clear the scale of the ambition over 10 years, to focus national actions to support local delivery, to remove barriers to change, and to make sure that change happens.

In terms of operational delivery of sustainable services, NHS Grampian Mental Health and Learning Disability Service has faced a persistent challenge in sourcing an appropriate registered nursing workforce and in recruiting medical staff. These workforce shortages are framed within a wider workforce shortage of consultants in specialities such as Adult Mental Health, Learning Disability services and Forensic services and Allied Health Professionals.

In response to changes made within Royal Cornhill Hospital regarding bed configuration in July 2018, the NHS Scotland Chief Nurse Officer requested a plan from NHS Grampian. NHS Grampian submitted a plan to Scottish Government in October 2018 which aimed to engage with key stakeholders to:

- Redesign the current service model within Royal Cornhill Hospital to ensure sustainability and maximise service delivery
- Develop an integrated strategic plan for the provision of mental health services which optimises outcomes to meet population need and implement the appropriate reporting and governance processes;

- Transition the inpatient services and specialist mental health services to be formally hosted for strategic planning and operational delivery within an Integration Joint Board (IJB).

3. Key matters relevant to recommendation

a. Hosted Mental Health and Learning Disability Services

In NHS Grampian community adult mental health, older adult mental health, learning disability and substance misuse services are integrated within the three Health and Social Care Partnerships (HSCPs). All inpatient services (except Moray), other specialist services and Child and Adolescent Mental Health Services (CAMHS) are managed by the Health Board as a Hosted Mental Health and Learning Disability Services (MH&LDS). The Hosted MH&LDS and the 3 HSCPs are working very closely to ensure that patient pathways and good governance is maintained and there is a joint focus on delivering high quality patient centred care service. This includes minimising access times to care.

As a result of ongoing service pressures, a review of Adult Mental Health (AMH) services was first carried out in 2016/2017 across the pathways from community services to inpatient care. This included a comprehensive option appraisal for redesign of the AMH inpatient wards. The process included full engagement with multidisciplinary staff, service users, carers and advocacy staff.

Registered nurse staffing pressures have been an ongoing issue at Royal Cornhill Hospital (RCH) in recent years and there have been a number of changes made to the configuration of services and to the operational arrangements to mitigate, where possible, these challenges. These steps have been possible through support of NHS Grampian Board, Health and Social Care Partnership colleagues, professional support staff and Staff Partnership.

At present there are still over 250 beds across the RCH site with currently 116 of those acute admission beds. However these acute admission beds are in wards that have 25 beds and one ward has adult and older adult patients. These staffing pressures have been impacting directly on NHS Grampian's ability to deliver safe and effective patient care.

Following a further evaluation of options for acute admission beds the System Leadership Team have supported a decision to commence the planning to establish six acute admission wards (with 20 beds each). The current beds are configured across five wards at present (and a total of 116 beds). We anticipate that once implemented, this will improve patient and staff experience and we believe retention of nursing staff.

In terms of enhancements that have been made within the hosted Mental Health and Learning Disability Services we would highlight the following:

Adult Mental Health, Older Adult Mental Health and Specialist Services

As previously reported to the Board, we have made a number of positive changes to the management of patient flow within Royal Cornhill Hospital, including:

- The establishment of a Delayed Transfer of Care Group to review patients who were either ready for discharge or ready to move on to another part of the mental health system.
- A Patient Flow and Capacity Manager (PFCM) was appointed in November 2017. The PFCM works as part of a Patient Flow Team which comprises the Medical Director (or depute) and the Senior Manager on Call. This team meets up to daily to discuss contingencies when there are pressures in the system

The introduction of these new arrangements has enabled a more proactive approach to admissions and discharges, with the average length of stay for the AMH Wards over the last 3 years reducing by 10 days.

	2016/2017	2017/2018	2018/2019
Admissions	920	951	864
Discharges	909	949	875
Average length of stay	39.7	32.7	29.2

Furthermore during the previous 10 months, there have been only 4 occasions when there were no available acute admission beds first thing in the morning. The Patient Flow Team has ensured that we have always been able to create capacity for patients requiring urgent admission.

Child and Adolescent Mental Health Services

The services for Aberdeen City and Aberdeenshire are now co-located in new purpose designed facilities based at the former City Hospital site. The redesign of our CAMHS services has supported the following key changes:

- The effective delivery of the Choice and Partnership Approach (CAPA) model. This is a model of service delivery which facilitates early child and carer engagement in choices for them, transparency and shared understanding of roles and ability to flex resources between assessment and treatment.
- CAMHS now receives referrals from a wider range of professionals such as School Nurses, Head Teachers, and Health Visitors.
- We have expanded the multi-disciplinary team employing a speech and language therapist, a physiotherapist, dietician and occupational therapists.
- A new strategic multiagency group has been established. Working closely with the Integrated Children's Services Partnerships in the three Community Planning areas. The work is focused on supporting mental wellbeing and early intervention to reduce mental ill health. The two main areas are parenting programmes and anxiety reduction across the region.

Psychology

We are delighted to announce the appointment of Dr Lynne Taylor, as the NHS Grampian Clinical Director for Psychology. In addition to responsibilities around professional matters, training and education, Dr Taylor is supporting the development of the Board's plan to improve and widen access to psychological services across a broad spectrum of patient needs.

b. Strategic Commissioning

In January 2019, the three Integration Joint Boards and the System Leadership Team of NHS Grampian, jointly made a commitment to carry out a strategic review to place the system-wide Mental Health and Learning Disability (MHL) services on a more sustainable footing. The specific aims of the review were to:

- Articulate a sustainable, future-proofed delivery of person-centred Mental Health and Learning Disability (MHL) care, incorporating local and regional delivery requirements.
- Develop a robust co-produced integrated sustainability plan for the provision of MHL services which optimises outcomes and meets population needs

This review has been a front-runner project in road-testing a strategic planning process which has been developed by the Grampian Joint Chief Officers' Group and NHS Grampian System Leadership Team.

The agreed planning framework for this strategic review included a staff survey and four staff engagement workshops to ensure input from a broad range of stakeholders. Between 60 and 70 people attended the workshops which covered:

- Workshop One – current challenges and opportunities for transforming services
- Workshop Two – moving from business as usual to the envisioned future state
- Workshop Three – reviewing feedback from the consultation with people with lived experience of services, conducted by the Health and Social Care Alliance
- Workshop Four – consolidation event to consider the emerging views for the future shape of services.

The Health and Social Care Alliance (the Alliance) undertook a Grampian wide consultation process to engage local people, communities and third (voluntary) sector organisations in informing the Grampian strategic review of MHL services. The Alliance held six afternoon and evening engagement events in five geographical areas across Grampian.

In total 124 people participated in the events and in excess of 650 responses, comments and statements were given. The outcome of this process was a comprehensive report from the Alliance: Hearing the Voices and Contribution of People. The feedback has been welcomed and is being actively used to inform the future strategy, as well as highlight opportunities to build on existing good practice and improve services for people across Grampian.

The outcome of the strategic commissioning process has been a Grampian-wide strategic plan for consultation. The consultation process commenced in June and concluded on 31 August 2019.

Following conclusion of this process, the Grampian-wide strategic plan will be presented to the North East Partnership Forum (the three Health and Social Care Partnerships) prior to the final plan being considered by the three Integration Joint Boards and NHS Grampian Board by 31 December 2019. The plan will then provide the framework to inform the future direction and planning of the Grampian wide mental health and learning disability services.

c. Delegation of hosted Mental Health and Learning Disability Services

In NHS Grampian community adult mental health, older adult mental health, learning disability and substance misuse services are delegated in line with the legislation to the IJBs and integrated within the three Health and Social Care Partnerships (HSCPs).

All inpatient services, other specialist services and CAMHS are currently managed by the Health Board as Mental Health and Learning Disability Services (MH&LDS), with the exception of Moray IJB who had full delegation of the two inpatient services.

In the plan submitted to the Scottish Government it was recognised that these arrangements would require to change to meet the needs of public bodies' legislation in the future.

In parallel to the strategic planning process, the following steps have been taken to progress the planning for making a decision on the future delegation of the mental health and learning disability services managed by NHS Grampian.

By 31 December 2019

- Establishment of an overarching Transition Group, chaired by the Aberdeen City IJB Chief Officer and provision of planning capacity to support.
- Review of all services by the Transition Group currently managed by NHS Grampian to clarify the most appropriate model of delegation for each. The Transition Group will work closely with the Child Health and Maternity Planning Group with regard to the most appropriate model for CAMHS.
- Financial plans for the next three years to be developed and subject to due diligence by the IJB Chief Finance Officers.

By 31 January 2020

- Drafting of a recommendation regarding delegation of services for a decision to be made by the three IJBs and the Grampian NHS Board

By 31 March 2020

- Agreement reached on the delegation of services and an effective date for implementation (currently assumed 1 April 2020).

4. Risk Mitigation

The risks and opportunities that the service has actions to mitigate are as follows:

- Implementing the requirements of the national mental strategy and striving to achieve parity between mental and physical health;
- Redesign of services to address the challenges around workforce and the introduction of models of care based on multi professional and service working
- Improving access to mental health services and early intervention; addressing the areas where performance could be improved.

5. Responsible Executive Director and contact for further information

If you require any further information in advance of the meeting please contact:

Responsible Executive Director

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Contact for further information

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Additional supporting papers (available on request)

Hearing the Voice and Contributions of People and Communities – Grampian System wide Mental Health and Learning Disability Services Review

A Grampian-wide Strategic Plan - Consultation